Total Risk Score: Likelihood x Impact. Rating Key:

0-4 Green 5-14 Amber 15+ Red

CAUSE	EFFECT	ACTIONS UNDERTAKEN TO MITIGATE THE RISK	CURRENT RISK RATING LIKELIHOOD /RISK IMPACT	FURTHER ACTION REQUIRED/DATE	TARGET RISK RATING LIKELIHOOD /RISK IMPACT/DATE	RISK LEAD
SR1 - Financial Sus	stainability					
<u>Changes in</u> : RSG, Business Rates retention & growth, Council Tax limitation & collection rates, New Homes Bonus, etc. Cost pressures e.g. pensions, pay, inflation, interest rates, etc. Other unforeseen events Contracts – re- tender of the Waste Contract in 2018	Re-assessment of the range & scope of services currently provided & the Corporate Plan priorities Short-term use of reserves Worst case – financial failure Critical external inspection/audit reports Damage to reputation Public expectations/	5-year MTFP produced Prudent assumptions re income levels & collection rates Budget monitoring & reporting (to FPG, Scrutiny & Cabinet) Great Place: Great Service Programme approved Asset Management Plan	Likely Very High (4 x 5) = Score 20	Horizon scanning to identify future pressures & opportunities (on- going) Rigorous budget monitoring to identify variances early & implement corrective action (quarterly) Regularly update the assumptions in the 5-year MTFP & model the options (quarterly) CMT/Exec Members Budget	Highly Unlikely High (1 x 4) = Score 4	Chief Finance Officer

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	reaction Loss of Member confidence Loss of staff morale Impact on Asset Management Plan Significant increase in the cost of the waste contract		Group to Identify & implement further budget cuts required to eliminate forecast deficits (on-going)			
SR2 – Transformatio	on - Programme & Pro	oject Management e.g	g. Great Place: C	Great Services		
Failure to develop & implement the required projects	Loss of expertise & or experienced staff	Transformation Strategy produced	Possible Very High	Delivery of the current savings targets	Highly Unlikely High	Business Transformation Manager
due to capacity issues, skills gaps, resistance to	Scarce resources not used effectively	Project Academy Leisure Legacy	(3 x 5) = Score 15	CMT to prioritise resources onto cash releasing projects	(1 x 4) = Score 4	
change, poor project mgmt. etc.	Budget shortfalls Delivery timelines not adhered to	Project embedded Great Place: Great Service Programme		Identify & secure other savings required to bridge any forecast deficit		
	Increase in financial costs	Staff & Union consultation		Post implementation		

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SR3 - Workforce Ca	pacity & Capability e.	Political leadership & TU's meetings a. right size. right sk	ills:	reviews Training of a wider group of staff in transformation techniques		
Loss of key people within the organisation e.g. loss of corporate memory & key skills Lack of training – due to for example budget pressures No effective succession planning Difficulties in recruitment & retention of key skills/staff Lack of mid to long term planning	Inability to deliver services to the desired standard or projects effectively Performance suffers due to low morale & job fears Increased sickness (stress related) Impact on staff health & well being Financial e.g. severance costs arrangements	Workforce Strategy produced EPD process/ Competency frameworks Communications - Leader/CEO staff briefings, Borough Bulletin, etc.	Possible Medium (3 x 3) = Score 9	Implement the strategy (31 Mar 2015) Identify opportunities for staff development & succession planning (31 Mar 2015) Review of staffing (as per service plans) Voluntary redundancy/early retirement scheme (on-gong) Internal Comms Strategy (31 Mar 2015)	Unlikely Low (2 x 2) = Score 4	Service Managers

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SR4 – Investment &	development of the I	CT infrastructure							
Lack of financial or staffing resources for investment Flawed business cases Reliance on Partner negotiations may be required	Inefficient & expensive services Project delays Public satisfaction & expectations Member frustration	ICT Strategy approved & implementation structure set up Invest-to-Save budgets approved Consultation on priorities Cost/savings sharing model developed Strategies incorporated into GP:GS	Likely Very High (4 x 5) = Score 20	Implement the Strategy & Governance arrangements Monitor Customer Services cost/savings sharing model.	Possible Medium (3 x 4) = Score 12	Business Transformation Manager			
SR5 – Emergency P	SR5 – Emergency Planning & Business Continuity								
Inadequate or untested plans in place to respond to extreme events	Loss of or damage to life or property Financial - loss of	Robust plans in place Test exercises	Possible Medium	Continue to update plans to take account of new &	Possible Low	Emergency Planning Officer			

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weather, flooding, flu pandemic)	revenue/additional costs Disruption to services Damage to reputation	undertaken Commission advice from DCC Snow Wardens Scheme Improvements to ICT controls & back-up systems approved Investment in ICT infrastructure	(3 x 3) = Score 9	emerging matters Implement new ICT environmental controls & back-up arrangements BCP's regularly reviewed & additional measures implemented	(3 x 2) = Score 6	
SR6 – Protecting the	Public & Staff (Heal	th & Safety)				
the health & safety risks of the Council's undertakings Lack of training	Death or injury Damage to property or the environment Litigation or prosecutions Financial - claims Damage to	Corporate H&S Group established Preparation of Corporate H&S Policy 3 year H&S Improvement Programme agreed.	Possible High (3 x 4) = Score 12	Corporate H&S staff to undertake audits to ensure that: a) Policies & procedures are implemented & reviewed regularly & b) The actions in the	Unlikely High (2 x 4) = Score 8	Business Transformation Manager

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infrastructure	reputation	Service level H&S Plans. Control of Contractors procedures & Group established. Transport Code of Practice approved & being implemented. Two external H&S audits		Improvement Programme are implemented.		
SR7 – Welfare Refo	rm					
Reduction in benefits and requirement to pay some Council Tax Bedroom tax/Benefits cap Direct payment of benefits under Universal Credit	Increasing Council Tax & housing rent arrears - lost income, cost of collection Increase in homelessness & poverty	HRA – property transfer incentives available. Using 'new burdens' grant to pay for additional resources in Revs & Benefits Discretionary Housing Payments Policy approved.	Likely High (4 x 4) = Score 16	Additional resources for income collection & tenant support (on- going)	Possible High (3 x 4) = Score 12	Housing Management & Chief Finance Officer

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SR8 – Information C	Governance (Data Sec	curity)				
Failure to gain PSN compliance Data Breach	Data exchange with Government departments restricted Reputation damage Financial loss Service disruption	Arvato to work through the compliance tests Project team – Info Security Working Group - reviewed & updated IT security audit Data Protection & Freedom of Information Policies & Procedures	Highdevelop & implement:am – Info Vorking eviewed & T security(2 x 4) = Score 8• PSN compliand action planScore 8• IT Health chec action plan• IT Health chec action plan• Annual review of of Policies		Unlikely High (2 x 4) = Score 8	Law Manager
SR9 – Contract Mar	agement					
Failure to deliver Council contracts	Financial impact (valuable funding is used for rectification issues) Increase in staff resource to defend the challenge Potential litigation &	Dedicated procurement & legal team to support where necessary on contract management Policies & procedures in place	Possible High (3 x 4) = Score 12	Further training in contract management	Possible High (3 x 4) = Score 12	Business Transformation Manager

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	fines being incurred The Council does not receive value for money Discouraged providers may not tender for the contract in the future – potentially reducing the portfolio of providers	Scheme of delegation & guidance available Staff have been trained				
SR10 – Political Lan	dscape (National & L	ocal)				
Change in political landscape at a National & local level e.g. General Election (May 2015)	Change in Government Policy Change in political make up locally leading to instability - change in direction Implication in terms of future positioning of the Council e.g. Combined	Keep up to date of developments in the political arena e.g. party conferences	Possible Medium (3 x 3) = Score 9	Assess impact in terms of future policy changes (as a result of government announcements). Lobby through the LGA where appropriate	Possible Medium (3 x 3) = Score 9	CE

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	Authorities, LEP's, City Region discussions Potential to undermine the Council's corporate plan					
SR11 – Key Partners	ships (e.g. PPP, Veoli	a)				
Partnerships not delivered as promised Breakdown in a key partnership relations	Reputation damage Loss of Trust Service disruption	Strategic Board in place for PPP Client function & supporting key PI's Usual contract management arrangements	Possible High (3 x 4) = Score 12	Negotiations taking place with key partners around contract delivery	Unlikely Medium (3 x 3) = Score 9	CE

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#### Risk Likelihood Key – Risk meets at least one of the criteria from the columns below